

CONTRACTING COMMUNITY HIGHLIGHTS



This issue's column focuses on developing our future Army leaders for tomorrow's challenges. As leaders, we must take an active role in developing and preparing a whole new generation to lead the Army's workforce into the 21st century. In October 2003, I welcomed six Department of the Army

(DA) interns in the 1102 contracting career program from the Army Field Support Command (AFSC) (formerly the Joint Munitions Command). These interns were hired under the Outstanding Scholars Program for the 2-year DA intern program.

To further develop their leadership skills, the interns participated in the New Leader Program offered by the U.S. Department of Agriculture Graduate School. Through this program, interns must complete a 30-day developmental assignment outside the scope of their current positions. Our interns chose to perform their 30-day assignments at various DA locations, including the Office of the Assistant Secretary of the Army for Installations and Engineering, Office of the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)), Army Materiel Command (AMC), Coalition Provisional Authority (CPA) (Rear Support Office) and Defense Contracting Command-Washington (DCC-W).

A principle goal was to provide opportunities that were career broadening, educational and diverse. In keeping with that goal, developmental assignments for these interns were multifaceted. They gained experience in the various Army offices and had an opportunity to see day-to-day activities on Capitol Hill such as Senate and Congressional Hearings and Supreme Court sessions. Some interns met Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr. and attended one of his staff meetings with the Deputy Assistant Secretaries (DASs). The exposure and insight gained through these collective experiences will be instrumental for the interns to choose potential career paths and set achievable goals.

The senior staff members who volunteered as mentors were key to internship success. A special thanks to Dr. Angela Billups, Emily Clarke, Scott Crosson, Carol Doell, Linda Fowlkes, Perry Hicks, Bill Mysliwiec and Sandy Rittenhouse, who put forth the extra effort to help develop the Army's future contracting leaders.

I am pleased to introduce interns — Keith Bakewell, Emily Guy, Brett Luchsinger, Bryan Luchsinger, Jessica McMillin and Rachel Phelps. Here are highlights from their experience “in their own words.”

Keith Bakewell. “I spent my 30 days working for Emily Clarke, Office of the DASA(P&P) at HQDA. The most beneficial part of my training was the opportunity to meet with personnel from numerous Army organizations and learn what they do. I met with representatives from the Army Contracting Agency, Military Traffic Management Command, AMC and the Defense Acquisition Regulation (DAR) Council. I especially enjoyed meeting with DASA(P&P) Tina Ballard and the ASAALT and attending one of his DAS staff meetings. It was beneficial to meet with and observe the higher echelon of our organization, and it gave me a better perspective of how I fit into the organization as a contract specialist at Rock Island Arsenal, IL. This is an experience I would recommend to every intern who aspires to progress in his or her career.”

Emily Guy. “I spent my 30 days working at DCC-W as a procurement analyst. One of my most rewarding experiences was attending informal small business capability statement briefings with contractors. As face-to-face market research, it was neat to see the different contractors express interest in government work and market their companies. Another experience that was very rewarding was attending the DCC-W customer and contractor forums. Director of Contracting Dr. Angela Billups held these forums to find out how DCC-W is doing and what they must do to improve service. I thought going straight to the source was a good way of getting this direct information. It was a means for DCC-W, the customer and the contractor to meet and discuss their business. These forums are very informative and were a nice demonstration of a leader taking active steps to improve the office. I gained a wealth of information and knowledge and would definitely recommend that other interns take advantage of this opportunity.”

Brett Luchsinger. “I spent my 30 days working in the Army's Residential Communities Initiative Office, which is dedicated to building quality residential communities for Soldiers and their families. Some highlights included the day on the Hill attending Senate hearings and meeting with Rep. Jim Nussel, my Congressman from Iowa, and Illinois Rep. Lane Evans. I also attended oral presentations of a Step Two award of a Community Development and Management Plan. I worked acquisition and source selection plans for various locations in addition to working with Source Selection Evaluation Boards. I have gained a lot more external awareness of what is really going on in Army procurement.”

Bryan Luchsinger. “My experience highlights included working in the CPA Office, which assists in restoring the stability of Iraq and its economy by means of infrastructure, reconstruction and development. I also felt that shadowing LTC Kelvin Wood, DASA(P&P) Executive Officer, was very beneficial to me. Seeing the personnel he dealt with on a day-to-day basis was quite informative in connection with my job at AFSC.

Another highlight of my 30-day experience was the day I spent on the Hill. I got to tour the Capitol, which is an amazing place — especially when you consider the people and history there — and I attended interesting Senate hearings and Supreme Court sessions. Another memorable experience was meeting with Rep. Jim Nussel, my Congressman from Iowa, and Illinois Rep. Lane Evans. Lastly, one of the most important highlights was sitting in with the DASA(P&P) in one of the ASAALT’s DAS staff meetings. The ability to see the big picture must happen in every organization because there is always more than one perspective out there. I would definitely recommend this experience to other interns.”

Jessica McMillin. “I completed my developmental assignment at AMC’s Command Contracting Office. While there, my focus area was the Contract Processes Division. My most interesting experience was learning about the DAR Council and the process for making changes to the *Federal Acquisition Regulations (FAR)* or *Defense Federal Acquisition Regulation Supplement (DFARS)*. I participated in a Cost Accounting Standards (CAS) Committee meeting where public comments to the proposed *Federal Acquisition Regulation (FAR) Part 30-Cost Accounting Standards Administration* rewrite were addressed and a recommendation to the CAS Board was prepared on accounting for Employee Stock Ownership Plans. I also learned about streamlining efforts to reduce the *DFARS* by 40 percent and to reorganize the current 28 *FAR* committees into 5 teams. I also benefited from briefings by Ronald Poussard, Office of the Secretary of Defense’s Deputy Director for the DAR Directorate, and

Angelena Moy, Office of the Defense Procurement and Acquisition Policy (DPAP), which demonstrated efforts to allow seamless access to the Web-based *DFARS* by relocating the procedures and guidance. I would recommend this experience and similar developmental assignments or exchanges to others who want to learn more about their organization at any and all levels.”

Rachel Phelps. “I spent my 30 days at AMC’s Office of Small and Disadvantaged Business Utilization (SADBU). I have seen a much broader picture of the Army as a whole and the different opportunities available within the government. Working at AMC provided me exposure to the headquarters environment, along with a broader view of how AFSC and other major subordinate commands fit in. We met with Ronald Poussard and other deputy directors under the direction of Deidre Lee, DPAP Office. I also attended the 7th Annual Army Small Business Conference and learned more about how small businesses partner with the Army. This assignment has been a great opportunity for me, and I would definitely recommend that other interns obtain similar rotations outside their commands.”

Ms. Tina Ballard

Deputy Assistant Secretary
of the Army
(Policy and Procurement)

Contracting Successes

AMCOM’s Apache Sensors Contracting Team. The Apache Sensors contracting team (Contracting Officer Stephen Bradford and Contract Specialist Mitchell Shelton) are recognized for awarding the Apache Program Office’s first International Cooperative Development contract with the United Kingdom. On Aug. 20, 2003, the firm-fixed price contract was awarded to Lockheed Martin Systems Integration-Owego to provide Enhanced User Data Module Programming Capability for the Apache helicopter’s AN/APR-48A Radar Frequency Interferometer System. The team used acquisition reform initiatives, including Alpha contracting, the integrated product team approach and performance-based payments.

Army Contracting Agency (ACA’s) Information Technology, E-Commerce and Commercial Contracting Center (ITEC4). ACA is recognized for establishing the Army’s ITEC4 in FY03. In its first year of operation, ITEC4 provided the Army with a



A trip to Capitol Hill was a highlight of the interns’ developmental assignments. Pictured from left to right in front of the U.S. Capitol are: Bryan Luchsinger, Keith Bakewell, Emily Guy, Jessica McMillin, Rachel Phelps and Brett Luchsinger.



AFSC's Steve Herman and Rosemary Hensley were recognized for awarding an urgent requirement contract to support munitions movement in support of *Operation Iraqi Freedom*.

plethora of information technology (IT) to support its mission requirements. IT support includes enterprise software agreements, telephone operation and maintenance services, wireless services, enterprise hardware solutions and support services and support of *Operations Noble Eagle* and *Enduring Freedom*.

Army Field Support Command (AFSC) (formerly Joint Munitions Command). Steve Herman and Rosemary Hensley are recognized for awarding an urgent requirement within 17 days for the movement of munitions from various CONUS locations. They issued a FedBizOpps solicitation April 25, 2003, and closed it May 2, 2003. The offers were quickly evaluated and the contract was awarded May 8, 2003. These professionals demonstrated the ability to quickly support customer needs by aggressively pursuing an innovative acquisition approach that was the best fit.

TACOM's Bradley Systems Acquisition Team. The Bradley Systems Acquisition Team at the U.S. Army Tank-automotive and Armaments Command (TACOM) teamed with Finance and Accounting and United Defense, Limited Partnership (UDLP) on an innovative approach to close out old contracts.



Contracting personnel supporting CPA efforts in Baghdad are ready for the cafeteria's Thanksgiving dinner. Shown left to right are: Barbara Heald, Frank Sharsel, Chris Vuxton, Patty Logsdon, COL Anthony Bell, MAJ Sharon Orlando, Dennis Longo and Interpreter Wahab.

The Enhanced Multiple Contract Negotiated Final Closeout (EMCNFC) process is a dedicated and efficient way to close out performance-complete contracts. This closeout effort allows the amounts owed by the government to be offset by amounts owed to the government by UDLP. This arrangement allows the contracts and corresponding debt or obligation to offset each other and results in no money changing hands. EMCNFC Phase 1 resulted in an offset total of \$8.4 million. On July 2, 2003, the Business Initiative Council reviewed this initiative and approved the above approach.



Hurricane Isabel strikes Fort Monroe, VA, leaving heavy damage in its wake.

ACA Northern Regional Contracting Center (NRCC), Fort Eustis, VA. NRCC Fort Eustis is recognized for its efforts in supporting Fort Monroe, VA, after it was severely damaged by Hurricane Isabel in September 2003. Fort Monroe sustained extensive flooding, power outages and structural damage to every building on post. NRCC Commander LTC Fred Roitz implemented the center's contingency plan and established the NRCC operations center at Fort Eustis. The center was manned by MAJ John Dove, Terry Hyatt-Amabile, Patrick Hogston and Lance Beuschel, of NRCC's Installation Division, with their respective team members providing direct acquisition support. They procured emergency supplies and services and determined construction requirements, while also successfully completing FY03 year-end requirements. Approximately 80 procurement actions were processed with an estimated \$10.1 million value for FY03 Hurricane Isabel relief efforts. In FY04, NRCC is processing approximately \$5 million in contracts to support Hurricane Isabel relief efforts.

ACA Northern Region Headquarters. In the aftermath of Hurricane Isabel, several ACA Northern Region HQ personnel distinguished themselves in supporting flood-ravaged customers. Doug Packard and Ed Cooke were recognized for relocating the Principal Assistant Responsible for Contracting function to NRCC Fort Eustis to ensure that FY03 year-end customer support was provided in spite of Hurricane Isabel. Special thanks

are extended to Roger Ash and Tom Sumpter for manning the Installation Operations Center at Fort Monroe in the aftermath of the hurricane. Also, kudos to Barb Harmon, Jean Melson and Kit Lindfors for their above-and-beyond efforts supporting critical year-end responsibilities immediately following the hurricane in spite of the substantial personal property damage each of them endured.

Corps of Engineers (COE) Fort Worth, TX, District. The COE Fort Worth District is recognized for using the first reverse auction process for services under the Free Markets contracts. They successfully awarded 16 janitorial contracts for the Navy, Air Force, Army and Marine Corps. This resulted in a savings of 33 percent (or \$619,264) for the government during a 5-year period.

COE New England District. The COE New England District is recognized for its efforts in providing more than 2 million gallons of bottled water procured and distributed to about 40 staging, distribution and storage areas in the aftermath of Hurricane Isabel. The COE needed to provide 24-hour-per-day efforts to meet the critical need for emergency drinking water throughout the Commonwealth of Virginia. The COE and the contractor, Lipsey Mountain Spring Water Inc., demonstrated professionalism and teamwork in completing this very successful water distribution humanitarian mission.



Anniston Army Depot's Sandra Turner was selected as AMC's Small Business Specialist of the Year.

Anniston Army Depot, AL, Awarded Small Business Award. Sandra Turner, Procurement Analyst and Small Business Specialist at Anniston Army Depot, was selected as the FY02 Army Materiel Command (AMC) Small Business Specialist of the Year. Turner has served as the Anniston Army Depot Small Business Specialist for the past 8 years. Her award confirms Anniston's history of meeting and exceeding

socioeconomic targets and for providing exceptional customer service through the Small Business Administration Program. She was presented this award at the 7th Annual Army Small Business Conference held in Tyson's Corner, VA, in November 2003.

Defense Contracting Command-Washington (DCC-W) Provides Contracting Support for the Coalition Provisional Authority (CPA). DCC-W Contracting and the Office of the Administrative Assistant to the Secretary of the Army, Office of the Chief Attorney, teamed to send contracting support to Iraq in November 2003. The trip included site visits to radio and

television stations north and south of Baghdad and culminated in a pre-proposal conference in Amman, Jordan, attracting contractors from around the world. DCC-W will provide acquisition support for the multimillion dollar requirement to provide radio, television and print media components to both the Iraqi people and the CPA.

Looking for Career Broadening Opportunities? Then Look No More!

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology is offering a 1-year developmental assignment for all DA employees at the GS-12 level (or Acquisition Demonstration broadband equivalent) in the Contracting and Acquisition Career Program (CP-14). The Contracting Career Program Office funds travel and temporary duty costs.

For details see the Oct. 31, 2003, memorandum entitled *FY2004/2005 Competitive Professional Development (CPD) Announcement for the Contracting and Acquisition Career Program (CP-14) (Updated)*. The memorandum is located online at <http://asc.army.mil/docs/programs/cp/FY04CPDAnnouncement.doc>.

Currently, the ASAALT has a developmental employee who would be happy to share her experience with you. For additional information, contact Linda Fowlkes at linda.fowlkes@saalt.army.mil.

U.S. Army Materiel Command Moves to Fort Belvoir, VA

In another example of the reverberations from September 11, 2001, the U.S. Army Materiel Command (AMC) has moved its headquarters, under the command of GEN Paul J. Kern, from Alexandria, VA, to Fort Belvoir, VA. HQ AMC, the only 4-star command previously not housed on a military post, had been at 5001 Eisenhower Avenue in Alexandria for the past 30 years. AMC held a Lights On Ceremony Jan. 23 to celebrate its official new temporary headquarters.

"We're excited about this move for AMC and the Army," said Kern. "It is a great honor for us to be on an Army installation."

Kern welcomed several visiting dignitaries and special guests, including CPL Joseph Hudson, SSGT Tarik Jackson and SPC Patrick Miller from the 507th Maintenance Co. Miller was awarded a Silver Star for his heroic actions during a March 23, 2003, attack on a 507th Maintenance convoy in the city of An Nasiriyah during *Operation Iraqi Freedom*.

During the attack, Miller was in the rear of a convoy that received fire from both sides. He and four other personnel became separated from the convoy and Miller returned fire on the enemy. At one point, he manually fed rounds into his weapon's chamber to protect two wounded comrades. He dismounted his vehicle and fired on a mortar position. Miller's captors found the radio frequencies he had written on pieces of paper inside his helmet and they questioned him about these numbers repeatedly. Thinking on his feet, Miller said the numbers were prices for water pumps. Disgusted, his captors threw the frequencies and his helmet into the fire.

AMC recognized Miller's courageous acts by naming its new state-of-the-art operations center the "Miller Operations Center." Miller thanked Kern and AMC for supporting him and his comrades while they were captives and when they returned to the United States. He asked that everyone remember the Soldiers still overseas and his friends who sacrificed their lives during the fight.

"I am extremely proud of this young man and his fellow Soldiers," Kern told those assembled. "As the Army's largest logistics organization, AMC is proud to name its new operations center in honor of this brave logistics Soldier so that we are always reminded of the serious work we support. SPC Miller stands here, the recipient of a Silver Star, Purple Heart Medal and Prisoner of War Medal, as a reminder to all logisticians today that first and foremost, we have to know how to fight as Soldiers."

Kern also praised the Program Executive Office Enterprise Information Systems (PEO EIS) for its expertise in handling the information technology aspect of the Miller Operations Center.

"The AMC move was very challenging because of the number of people needing to relocate, the quick turnaround time, the importance of the customer (AMC) and the subsequent wet weather," said Kevin Carroll, PEO EIS. "PEO EIS turned to Project Manager Defense Communications and Army Transmission Systems of Fort Monmouth, NJ, to control the project because of its excellent reputation for building and upgrading command centers. Led by Jerry Murphy, the team — which included the U.S. Army Communications-Electronics Command/Information Systems Engineering Command and Sytek — overcame all obstacles to deliver a first-class building, including a



SSGT Tarik Jackson, CPL Joseph Hudson, GEN Paul J. Kern and SPC Patrick Miller stand beside the new AMC Miller Operations Center, named in honor of SPC Miller in recognition of his courageous actions during *Operation Iraqi Freedom*. (Photo by SGT Scott Meinhardt)

comprehensive information technology infrastructure, on time and within budget."

Because this is a temporary move, the new AMC complex is built from manufactured, modular buildings that have all the attributes of constructed buildings and are also mobile and reusable.

"This is the largest single site of a modular project in the United States," explained Mike Bowers, President of Comark Building Systems. Digging on the building site began April 25, 2003, and AMC employees, including the AMC Office of Command Contracting, moved in November 2003.

The challenges faced by everyone involved in the planning, building and subsequent move of employees was put in perspective by Kern.

"The reason we're here today — the only reason we're here — is to support our Armed Forces wherever they are," Kern emphasized. "Our mission is to provide acquisition support and logistics to Soldiers, other members of the Armed Forces, allies and to America."

Contingency Contracting Operations — Achieving Better Results

CDR E. Cory Yoder

Nearly everyone agrees that soldiers, airmen and sailors in current contingency operations are putting forth tremendous effort to achieve positive results. Nonetheless, our efforts in Iraq, Afghanistan and other contingency operation environments in

the last few years have been subject to close scrutiny and critique. Is it possible for the military to achieve better results? By better planning and coordination, tactical, operational and theater commanders can achieve better results.

Contingency Operations

A contingency is an event that requires deployment of military forces in response to natural disasters, terrorist or subversive activities, collapse of law and order, political instability or other military operations. Contingencies, by nature, require plans for rapid response and procedures to ensure the safety and readiness of personnel, installations and equipment. There are three types of “disasters” to which the international community, including the military, may be called to respond: natural disasters, technological disasters and complex humanitarian emergencies. According to the United Nations Department of Humanitarian Affairs, complex humanitarian emergencies are defined as “a humanitarian crisis in a country or region where there is total or considerable breakdown of authority resulting from internal and/or external conflict which requires an additional response that goes beyond the mandate or capacity of any single agency.”

Contingencies may exist across the full spectrum of war and during military operations other than war. These include, but are not limited to, major theater wars, small-scale contingencies, domestic and international disaster relief operations, peacekeeping operations, nation building, stability operations and other humanitarian operations.

Contingency Contract Environments

Contingency contracting environments may be classified as either mature or immature. Mature environments have sophisticated infrastructures capable of supporting and sustaining operations. Generally, mature environments have host-nation support agreements; financial systems able to support complex transactions; transportation networks; and business capacity, capability and willingness of participants. Immature environments have little to no supporting infrastructure as indicated above. Immature environments may require grooming to bring the infrastructure to desired operational standards or work-arounds, such as bringing a capability into theater, to leverage capabilities.

In most contingencies where military force is required, the “complex humanitarian emergencies” are in immature environments. Most often, a breakdown of leadership and social order *negatively* impact host-nation capabilities, financial systems, transportation systems, business capacity, capability and willingness of potential participants. By nature, these immature environments present unique business and socioeconomic dynamics.

Underground networks for food, shelter, safety and security, and a loss of traditional motivators to which many domestic businesses are accustomed, are just some of the potential challenges. Lack of cohesive planning can also exacerbate problems and degrade mission effectiveness.

Multifaceted Operations

Within the contingent environment, several key functions may be accomplished. Among prominent functions are diplomatic negotiations, humanitarian relief, refugee support, economic restoration, security and dewatering, democratization and provision of essential services for food, shelter, safety, security and medical needs.

Numerous organizations actually perform these missions and include the military, nongovernmental organizations (NGOs) and private volunteer organizations (PVOs). The difference between NGOs and PVOs is that NGOs are defined by the International Red Cross as nongovernmental, both national and international, constituted apart from the government in which they are formed. PVOs are defined by the U.S. Agency for International Development as tax-exempt, nonprofit organizations working toward international development, and which received some portion of annual funding from the private sector. Generally speaking, most nations prefer the Red Cross definition and the NGO designator for defining both NGOs and PVOs.

Contingency Contracting Officer (CCO) Employment Models

Most CCOs deployed fill one of three hierarchical employment models. The most basic and simplistic model is the “ordering officer” model. This is the most rudimentary of contracting support and includes such functions as placing orders against existing theater contracts. By nature, this requires little interactive engagement in the environment and is best suited for warranted junior officers and enlisted personnel. The next higher-level model is the “leveraging contracting officer.” This level includes the basic functions of the ordering officer model, but includes leveraging the capacities and capabilities of local and regional economies in the contingent theater. As such, there may be a reduced need for organic service and materiel support. The practitioner in the leveraging model clearly will be engaged in interfacing with local and regional businesses, creating business processes and potentially coordinating with higher military, NGO/PVO and political organizations. With this in mind, only higher-level and more qualified and capable practitioners should perform in the leverage model. This model’s shortfall is that CCO operations may or may not be integrated with the broader goals of national and theater objectives. Worst case, some of the tactical execution may actually be counter to those higher-level goals.

The highest-level model is the “integrated planner and executor CCO (IPE CCO).” This model takes the leveraging contracting officer function one giant step forward. In this model, well-educated and qualified CCOs are integrated into the operational planning phases of contingencies, often before actual troop deployment, then make the transition to operations. An IPE CCO hallmark is that contingency contracting operations may be planned and subsequently executed to meet national strategic and theater objectives. Additionally, NGOs and PVOs, which, in many cases, are essential to overall efficiency, effectiveness and ultimate success of operations, can be integrated into contingency operation planning and execution. While this integration requirement may seem painfully obvious, the integrated planning and execution among warfighters, CCOs and NGOs/PVOs does not occur on a regular and recurring basis.

Better Planning and Coordination

Recently, there have been several calls for better planning and coordination. However, none of these calls specifically focus on the inherent link required between warfighters, CCOs and NGOs/PVOs. For example, *Presidential Decision Directive 56 (PDD-56), Managing Complex Contingency Operations*, issued by former President William J. Clinton, calls for the integration of planning and execution among agencies called to perform contingencies. However, *PDD-56* was flawed because it does not specifically apply to combat operations. In reality, most contingencies where military CCOs may be deployed are, in fact, part of combat operations or military operations adjunct to combat.

Integrated Planner and Executor CCO Model

I propose that the IPE CCO be used in a broader planning and execution environment. The CCO, with higher-level certification, education and experience, could be integrated within J-4 and J-5 Logistics and Planning/Operations and Exercise organization structure. Concurrently, operational planners can leverage integration of all theater players, including military, NGOs/PVOs and contractors, to achieve harmony between National Security Strategy, Combatant Commander (COCOM) and significant NGO/PVO objectives, through integrated planning and exercising and, ultimately, execution. This integrative planning, exercising and execution may help in eliminating competing and often conflicting participant demands, closely marry acquisition support with stated objectives, allow for the creation of robust contingency contract support plans and integrate such plans into broader operational plans in support of theater operations.

Moving From Theory to Practice

All organizations will benefit from integrating contingency contracting planning and execution with broader operational and theater planning. The IPE CCO model has distinct benefits

and unique challenges. COCOMs are generally interested in getting into theater, accomplishing the mission and getting their troops back out. The premise is that without integration, they are not effectively or efficiently using all players and assets capable of providing leverage for their mission achievement. Clearly, they can benefit from integration.

The J-4 and J-5 staffs, which have traditionally focused on “logistics” rather than integrative contracting and logistics, can better achieve logistical support through integration of all theater assets, including contingency contracting.

Ultimately, personnel planners and assigners have a stake in the model. The IPE CCO inherently demands highly educated and experienced personnel to effectively integrate into the higher-level planning organizations. The IPE CCO could benefit from master’s-level education in at least one specialty, such as contracting, and concurrently with Joint Professional Military Education Phase I and II, and associated master’s education. This qualification level is not for everyone and would have a decided impact on the personnel pipeline.

Clearly, NGOs and PVOs would benefit from the IPE CCO model. These organizations could develop a better understanding and dialog with their military counterparts, something that is now lacking. NGOs and PVOs are sensitive and dedicated to maintaining a perception and, often, the reality of being wholly detached from a particular government or military. Any close association could damage their “neutrality” and adversely affect their ability to deliver services and supplies during actual contingency operations. However, they are often inescapably dependent on the military to provide the secure framework, logistics support and contracting to conduct their business. Meshing, or creating harmony of operations, may be a better moniker than integration. Nonetheless, national strategic objectives, theater and operational objectives of both the military and NGOs/PVOs requires coordination to achieve maximum synergies and the desired efficiencies and effectiveness to meet the collective end-state. Using CCOs to create better planning and integrated operations will result in resources and materiel being where it is needed when it is needed most.

CDR E. CORY YODER, U.S. Navy, is a Lecturer and Academic Associate (Program Manager) for two graduate master’s programs at the Graduate School of Business and Public Policy at the Naval Postgraduate School. He has an M.S. in management from the Naval Postgraduate School and an M.A. in national security and strategic studies from the Naval War College.

Vuxton Joins Coalition Provisional Authority Contracting Activity Iraq



Chris Vuxton is the PARC for the CPA Contracting Activity Iraq.

Army Acquisition Corps (AAC) member Chris Vuxton, a 2003 Industrial College of the Armed Forces graduate, has been assigned to the Coalition Provisional Authority (CPA) Contracting Activity Iraq, as the first CPA Principle Assistant Responsible for Contracting (PARC). Given a week's notice, Vuxton departed the Army Contracting Agency in August 2003 and reported to Baghdad where he oversees a joint contracting ef-

fort that includes Army, Navy, Air Force and DOD civilian contracting officers.

The CPA Contracting Activity Iraq is charged with contracting for goods and services for the United States and Coalition Forces using money appropriated by U.S. Congress and coalition governments and is responsible for all CPA reconstruction contracting throughout Iraq. CPA contracting officers are found in four Iraqi regions: Baghdad, Mosul, Al Hillah and Al Basrah.

Contracting projects vary from training and equipping the restructured Iraqi Police Force to repairing and renovating more than 40 schools in the Al Basara area alone. Rebuilding a 30- to 40-year-old electrical generation and distribution infrastructure keeps three contracting officers occupied full time as well as a large group of technical experts from all over the world.

The immediacy of this assignment means that Vuxton and his staff work 15-hour days, 7 days a week. The central office is located within the CPA Compound in Baghdad in an area called the "Green Zone." The area has been a continued target of terrorist activity and is surrounded by troops, cement walls, razor wire and armored vehicles. As the Green Zone area was reduced to allow Iraqis access to more of their capital city, it became the target of nearly nightly rocket and mortar fire.

There are three Iraqi employees working in Vuxton's office. "All told me the same thing when I asked if they had ever

been in this building before the war," he said. "They told me they would have been shot if they even walked or drove past it. The extent of Saddam Hussein's brutality was beyond words."

Vuxton praised the daily bravery and dedication of the young men and women in uniform who have secured Iraq from a brutal regime and continue to place themselves in harm's way to accomplish their mission and pave the way for democracy to become reality in Iraq. "These are the heroes who make it possible for those of us with sore knees and bad eyes to come here and do our jobs," Vuxton stated.

The AAC salutes Chris Vuxton and all our brave military and civilian personnel who are rising to the challenge and going where they are needed to get the job done!

ITES FA-1 Contracts Awarded

In September 2003, the Information Technology E-Commerce and Commercial Contracting Center (ITEC4), in conjunction with the Army Small Computer Program under the Program Executive Office for Enterprise Information Systems, the Army Chief Information Officer (G6) and Network Enterprise Technology Command, awarded four commercial item, indefinite delivery, indefinite quantity contracts for the Information Technology Enterprise Solutions (ITES), Functional Area 1 (FA-1), Enterprise Hardware Solutions (EHS). The contracts were awarded to Dell Computer Corp. of Round Rock, Texas; GTSI Corp., a small business from Chantilly, VA; Hewlett-Packard Co. of Gaithersburg, MD; and Lockheed Martin Integrated Systems of Bethesda, MD. Contract performance commenced Oct. 1, 2003, for a 3-year base period (including a 60-day phase-in), with two 2-year option periods. The contract maximum for each individual contract is \$500 million. This figure represents a combined maximum for all ITES FA-1 awards. Stated otherwise, ordering under all four ITES contract awards is subject, collectively, to \$500 million total. The contracts were awarded for the contract minimum of \$10,000.

The purpose of ITES FA-1-EHS is to support the Army enterprise infrastructure and infostructure goals with information technology (IT) equipment (commercial servers, workstations, managed platforms, storage systems, network equipment and related products) and related services (installation, equipment maintenance, site survey, system configuration

and integration, image loading, data migration, asset tracking and, potentially, legacy equipment maintenance).

On May 2, 2003, ITEC4 issued the Request for Proposal on the Army Single Face to Industry and Federal Business Opportunities Web sites. The acquisition was conducted under performance-based principles, where the offerors were required to explain their approaches to meeting the following eight Army goals as identified in the Statement of Objectives.

- Support and partner on the Army's e-commerce system (i.e., IT Marketplace Direct).
- Support the Army's data requirements and emerging asset management through electronic interface.
- Provide compliant, state-of-the-market, sustainable and supportable enterprise solutions.
- Seek ways to achieve customer satisfaction.
- Ensure affordable, best-value, best-pricing solutions.
- Establish a partner-focused working relationship with Army customers across the Army enterprise and within the DOD integration framework.
- Effectively use subcontractors and teaming partners, including small and disadvantaged businesses.
- Assist the Army through best commercial practices in the migration to enterprise resource planning.

ITES FA-2 Contracts Awarded

In October 2003, the Information Technology E-Commerce and Commercial Contracting Center (ITEC4), in conjunction with the Army Small Computer Program under the Program Executive Office for Enterprise Information Systems, the Army Chief Information Officer (G6) and Network Enterprise Technology Command, awarded five indefinite delivery, indefinite quantity contracts for the Information Technology Enterprise Solutions (ITES), Functional Area 2 (FA-2), Enterprise Mission Support Services Solutions (EMS3). The contracts were awarded to Northrop Grumman Information Technology of McLean, VA; IBM Corp. of Bethesda, MD; Lockheed Martin Integrated Systems of Bethesda, MD; and two small businesses — QSS Inc. of Lanham, MD; and NCI Information Systems of McLean, VA. Contract performance covers a 3-year base period (including a 60-day phase-in), with two 2-year option periods. The contract maximum for each individual contract is \$500 million. This figure represents a combined maximum for all ITES FA-2 awards. Stated

otherwise, ordering under all five ITES contract awards is subject, collectively, to \$500 million total. The contracts were awarded for the contract minimum of \$10,000.

The purpose of ITES-EMS3 is to support the Army enterprise infrastructure and infostructure goals with information technology (IT) services and solutions. IT solutions will be acquired by issuing individual task orders that will identify specific, detailed requirements. It is anticipated that the services required will fall under the following task areas: program management, enterprise IT policy and planning, enterprise design, integration and consolidation, information assurance, business process reengineering, requirements analysis, market research and prototyping, information and knowledge engineering, development of software interfaces and software configuration, product integration, test and evaluation, seat management, asset management and technology insertion. Additionally, a full range of services will be needed to analyze requirements, develop and implement recommended solutions, and operate and maintain legacy, ITES, or other products. ITES-EMS3 contemplates services-based solutions under which contractors may be required to provide a full range of IT equipment necessary to implement solutions. ITES-EMS3 contractors are expected to use ITES-Enterprise Hardware Solutions (EHS) (FA-1) contractors as preferred supply sources.

On May 2, 2003, ITEC4 issued the Request for Proposal on the Army Single Face to Industry and Federal Business Opportunities Web sites. The acquisition was conducted under performance-based principles, where the offerors were required to explain their approaches to meeting the following eight Army goals as identified in the Statement of Objectives.

- Support and partner on the Army's e-commerce system (i.e., IT Marketplace Direct).
- Support Army data requirements and emerging asset management through electronic interface.
- Provide compliant, state-of-the-market, sustainable and supportable enterprise solutions.
- Seek ways to achieve customer satisfaction.
- Ensure affordable, best-value, best-pricing solutions.
- Establish a partner-focused working relationship with Army customers across the Army enterprise and within DOD integration framework.
- Effectively use subcontractors and teaming partners, including small and disadvantaged businesses.
- Assist the Army through best commercial practices in the migration to enterprise resource planning.